



31 March 2022

Company Number: 3879854

Registered Charity Number: 1078330

AGP

Chartered Accountants and Statutory Auditors
Sutton Quays Business Park
Sutton Weaver
Runcorn
WA7 3EH



Year Ended 31 March 2022

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Annual Report 2021-22

We placed **1,962** volunteers
in **1,523** schools
with support to ensure success



10%
increase in
volunteers
appointed

36%
of them are
from ethnic
minority
groups

63%
of them
are under
45

54% are
female and
46% are
male

2,458 eLearning courses completed by governors



**Our 3 most popular modules
were:**

An introduction to school governance

Wellbeing Governors: children's and young people's mental
health and wellbeing

Driving school improvement



5,140 people attended our training webinars

**Our 3 most popular webinars
were:**

How do we govern the school curriculum?

Experiences of Ofsted 2021

Safeguarding in 2021



Legal and administrative information

Trustees who served the charitable company during the year

Linda Wilding (Chair)
Ian Armitage
Jane Higgins
Martin Lawrence MBE (resigned: 3rd November 2021)
Anne Punter
David Rowsell
Mark Twigg
Dominic McGonigal
Adrian McLean
Anita Ralli

Company Secretary

Tara Hill

Chief Executive

Hannah Stolton

Registered Office

Sycamore House
Sutton Quays Business Park
Sutton Weaver
Runcorn
WA7 3EH

Company Registration number

3879854

Charity Registration Number

1078330

Auditors

AGP
Chartered Accountants
Sutton Quays Business Park
Sutton Weaver
Runcorn
WA7 3EH

Bankers

Lloyds Bank
PO Box 1000
Andover
BX1 1LT

Solicitors

Allen & Overy LLP
One Bishops Square
London

Structure

Governors for Schools is a company limited by guarantee and a registered charity. The company's Memorandum and Articles of Association are the primary governing documents.

Who are we?

Governors for Schools is a national education charity that finds and places skilled people on governing boards across England and Wales. We have over 20 years' experience recruiting high-calibre volunteers from a range of backgrounds, so that they can bring their knowledge to school boards - and make a difference to how schools are run.

We're part of our volunteers' governor journey and are committed to playing an active role in their development in the role. We believe that placing skilled volunteers from diverse backgrounds on school boards contributes to effective governance. A strong and diverse board enables a school to provide pupils with the best education possible, helping children and young people reach their full potential.

Our mission

We're committed to providing those responsible for appointing governors with the best governor and trustee recruitment service in the sector. We'll support new governors through the process and provide training for those in role.

Our vision

We're working to ensure that every school in England and Wales has excellent governance, driving improved educational outcomes for all children and young people.

Our objectives

We facilitate the recruitment and placement of people with business and management skills who are willing to act as governors with the aim of strengthening the governing boards of schools. We believe this is of benefit to the public through the advancement of education by making available advice and assistance to all schools.

The company reviews its aims, objectives and activities each year ensuring they remain focused on the stated purpose of the charity. The Trustees refer to the guidance given by the Charity Commission on public benefit during this process and assess how successful each activity has been and what benefits have been brought to the groups of people the charity is set up to help.

Our values:

Excellence

- Attention to detail and a desire to continually improve by seeking and using feedback
- A 'can do' attitude and sense of pride in delivering high-quality work at all times

Integrity

- Know when to challenge assumptions and suggest better approaches
- Question actions inconsistent with our values

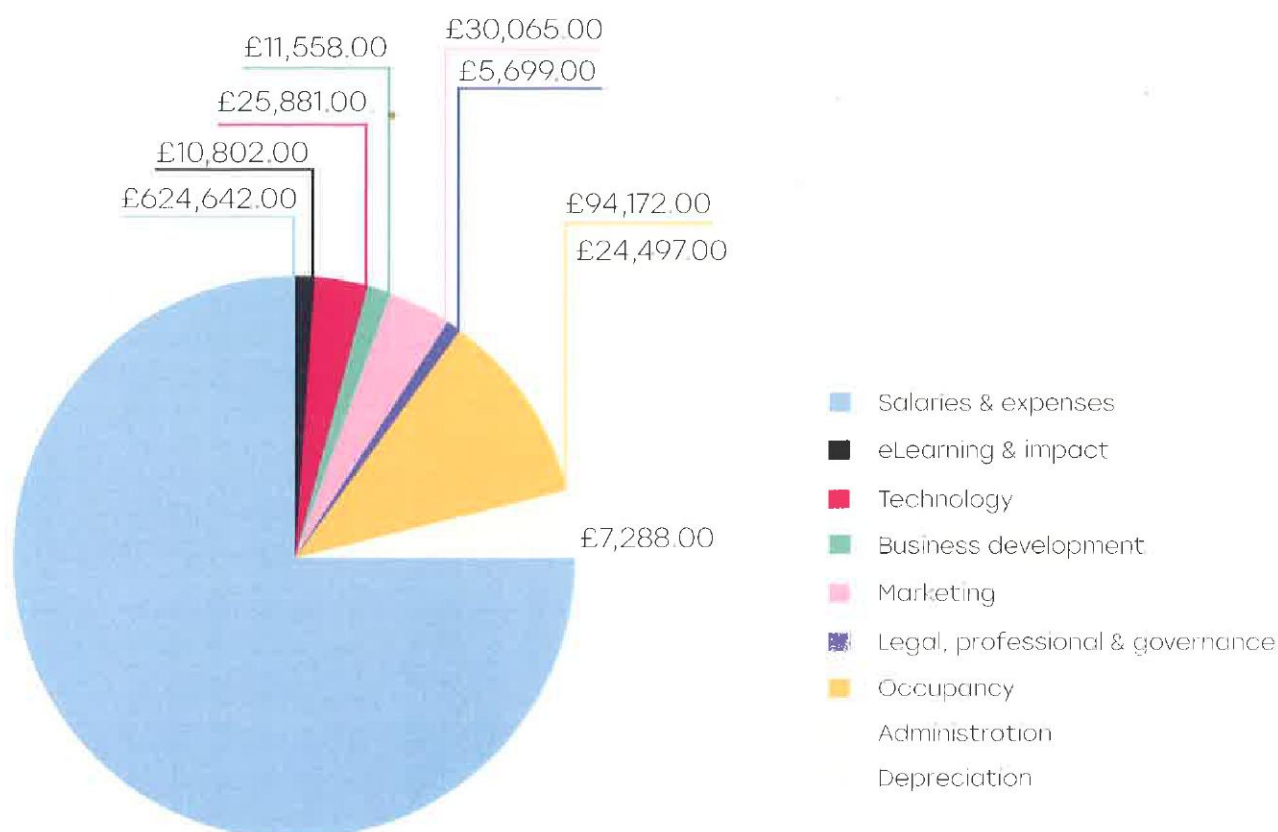
Collaboration

- Work with other organisations to provide the best service possible to all our stakeholders
- Encourage agile, cross-team working to use all available skills and resources

Pioneering

- Take initiative and find creative and effective ways to get things done

Expenditure 2021-22



Why is our work needed?

The past two years have yielded unprecedented challenges for the education system. As schools do their best to support young people in this trying time, the need for skilled and diverse governing boards grows apace.

In March 2022, the Department for Education released a whitepaper stating the need for a stronger and fairer school system offering targeted support for every child. This, combined with the continued drive towards academisation, means that strong governance is vital in supporting schools to deliver such ambitious goals. Governance has a key role to play in ensuring schools are supported in delivering against this vision.

Our links to diverse groups of professionals will play an essential role in ensuring boards recruit the right people to support and challenge school leaders.

Governors for Schools aims to:

- Grow the number of governors placed and supported in schools to provide effective governance
- Continue to raise our profile within the education and business sectors to support this work
- Share our impact and learning more widely with partners and the sector
- Further broaden the funding base for the charity
- Support our team with effective training and technology enabling them to deliver an excellent service to stakeholders

While it has been another difficult year for schools, we are proud to have supported them by significantly increasing the number of volunteers we have helped appoint. We have also bolstered the number of free training opportunities made available to the governance sector.

Chair of Trustees contribution



Linda Wilding

Chair, Governors for Schools
Member of Learning Partners Academy Trust
Trustee, GEP multi-academy trust, Surrey

The education sector has faced several new challenges this year, with many school leaders describing the autumn term as the toughest to date. Despite such adversity, governing boards have risen to the challenge and continued to deliver outstanding support. I am proud of the role Governors for Schools plays in building and diversifying these boards, reporting a 10% increase in the number of volunteers appointed as governors.

Governing boards across the country have successfully grappled with the "new normal", consciously tackling the huge challenges associated with "catch up". It is a testament to the selflessness and resolve of volunteers that we have seen such an increase in appointments. Thank you to all those who have used our service.

Our mission continues to revolve around finding volunteers with a diversity of skills and perspectives, particularly those that school boards currently lack. We are continually delighted by the number of applications both from those under the age of 35 and those from an ethnic minority background.



This year we have significantly developed our learning and development resources for volunteers, producing a range of eLearning modules, webinars, and informative articles. We are pleased to note that these resources have been warmly received and have helped volunteers to thrive in their roles. Furthermore, our first annual conference provided governors with the opportunity to network and learn from a fantastic cohort of speakers.

We continue to make progress against our goal to increase funding from corporate supporters, thereby reducing our reliance on donations and ensuring our long-term sustainability. By working with employers who recognise the ways in which our partnerships benefit both schools and employees, we are reaching a more diverse group of volunteers and engaging those who may not otherwise have considered – or even be aware of – the role.

Our thanks go to all those who support us financially and allow us to continue our work in supporting schools across England and Wales.

I would like to extend my thanks to all the staff at Governors for Schools and the trustees who give their time so freely. We are extremely grateful for the service provided by our trustee Martin Lawrence, who stepped down in November after being involved with the charity for 19 years. Martin provided a wealth of knowledge, experience, and support to the charity, and we wish him a healthy and happy retirement.

Finally, thanks to the thousands of volunteers who give their time to schools supporting the education of pupils. Although your efforts and work often goes unseen, we recognise that your time and expertise encourages schools across England and Wales to be the very best they can be.

CEO report



Hannah Stolton

CEO, Governors for Schools
Chair of governors, Nazeing Primary School, Essex

As an organisation it has been rewarding to see our impact across England and Wales over the past year, having matched volunteers with vacancies and secured 1,962 new appointments across local academy, maintained governor and trustee boards. The positive feedback we've received from both schools and volunteers evidences the vital nature of our service for building strong and diverse boards.

At the beginning of the financial year, we saw record numbers of appointments across all areas. Our North team experienced particularly impressive growth, having made efforts to engage more schools with our service. By the end of the summer term, we had already aided 667 appointments across England and Wales – a fantastic result, albeit one which significantly depleted our pipeline of volunteers. To replenish this pipeline, we spent the following few months reaching out to new partners and volunteer sources.

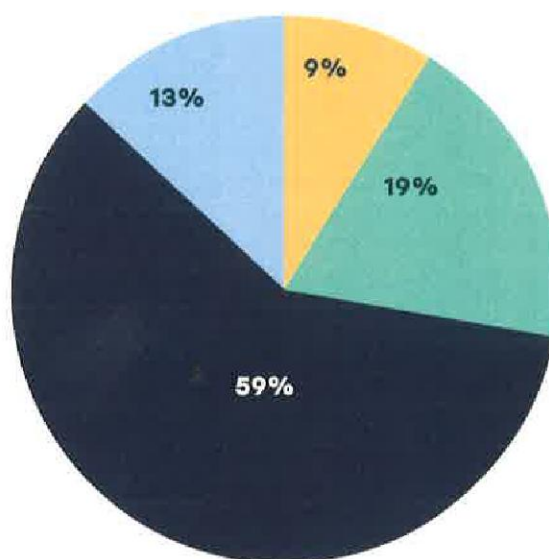
The autumn term saw fewer appointments than we'd have liked, particularly in comparison to 2020, when boards had appointed large numbers after lockdown. Following a period of change within the team, our aim was to be in a good place for the final term of the year. Having established a new setup for our London Team, which was working well, we anticipated many appointments in that area alone. Fortunately, these hopes were realised, and we facilitated the appointment of 319 governors in March – our strongest month in five years.

As a specialist governor recruitment service, we understand the important role we play in boosting diversity amongst the people governing our schools and trusts. Over the year, we maintained a high level of candidate diversity across the demographics that we measured:

age (35% under 35), gender (46% male, 54% female), ethnicity (36% ethnic minority background). For the next financial year, we have implemented systems to review the backgrounds of our volunteers in greater detail.

We continued our programme of monthly support webinars – which are always well-received – with several attracting over 500 attendees on the day and many more watching back afterwards. I'd like to thank Better Governor for having delivered these sessions in such an engaging and informed way. We also continued our regular monthly information session for people interested in learning more about school governance. These continued to prove popular and have been successful in raising awareness and accessibility of the governance role amongst the general population.

Staffing responsibilities



- Executive Team
- Partnership Development
- Recruitment & Placement
- Support & Training of Volunteers

“

The contact with Governors for Schools was superb. Once it had been established what school age group I was most suited to I was very pleased to receive a number of opportunities and pleased that it was not a problem to turn down a school until the right one came along.



Chris Schanshieff,
School governor,
Hitchin Boys' School

Our September conference represented an opportunity to bring together people from across governance to share ideas and best practices. Our 25 sessions were well-attended and covered a great variety of topics. Thanks so much to all those who joined us – it was a pleasure to have the opportunity to showcase the work going on in the sector. We learnt valuable lessons from the week and will be adapting our next conference accordingly.

In September we also launched our new campaign – ‘All pupils, every ambition’. Our aim is to reach new volunteers who want to ensure every pupil is meeting their potential by introducing them to board-level volunteering. Thanks to GovernorHub, The Careers and Enterprise Company, and Allen and Overy for supporting us with this work.

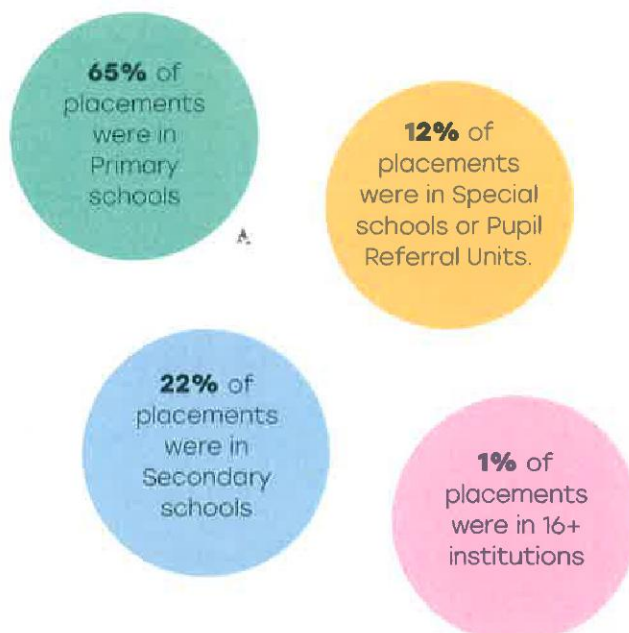
Sadly, a number of team members left us this year. After extensive time working from home, they felt it was time for a new challenge. We were sorry to see them go, but recruited new, experienced team members who quickly acclimatised to their roles. As such, we could continue working towards our goals without too much disruption. As we prepared to move to a remote working model for the future, we were able to recruit staff from a wider pool and are delighted that our new joiners have settled in so well and are already making a significant impact.

Looking ahead to the next year, we are excited to be extending our offer to support trusts with their recruitment needs across all levels of governance, including increasing the number of trustees we place. With the Academy Ambassadors Programme no longer available, we recognise that our support in this area is needed.

We already support many boards in areas of high deprivation, but will be running a pilot project to support their improvement journeys. This will include working with boards to engage parent governors, as well as volunteers from the local community and their school staff.

We're moving to a new Learning Management System, implementing website changes to make sure people can track their training and development easily and effectively. We will also enhance volunteers' awareness of the breadth of support on offer. We will be launching a 12-month induction programme designed to help new governors make a greater impact and gain a better understanding of what the role entails. Coupled with some exciting new partner-led eLearning modules planned for the year, we are supporting governors at every stage.

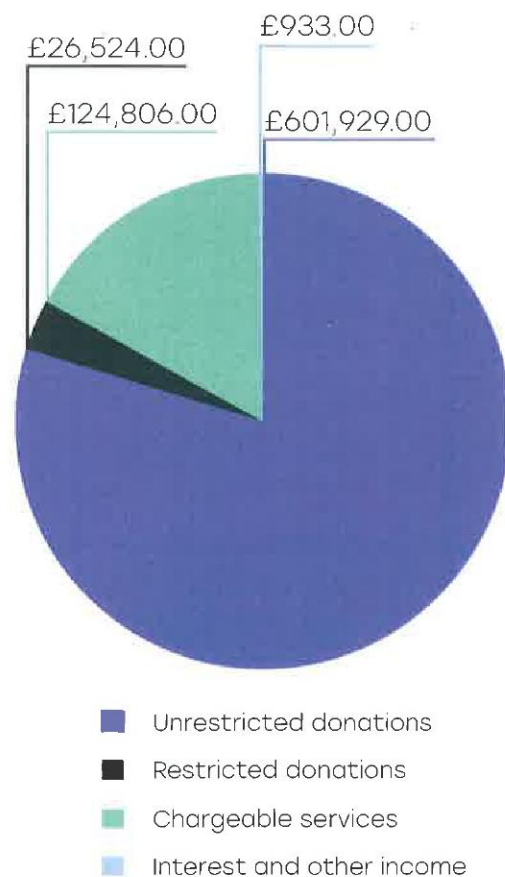
Finally, as we look to 2022/23, we aim to facilitate the appointment of 2,000 people onto school and trust boards, and thank all of our partners and volunteers who make that possible.



Key achievements for the year

- 10% increase in the number of volunteers appointed to governance roles
- Increase in funding from corporate supporters, which has yielded a 7% increase in volunteer applications
- Delivered our first-ever conference, with five days of well-received free sessions for those involved in governance
- 'All pupils, every ambition' campaign – supported by a wide range of fantastic collaborators and partners
- Developed resources to support governors in preventing avoidable exclusions alongside Allen & Overy
- 5,140 people attended our training webinars
- 2,458 people completed one of our eLearning modules

Income 2021-22



Our work in Wales

In 2021-22 we have continued to build on the work we started last year within Wales.

Some key highlights from the past twelve months include:

- 76 governors appointed across 16 different local authorities
- 4 university partnerships developed
- 12 partnerships with local authorities secured

The charity has also:

- Secured funding from Cardiff University to co-create Welsh governor eLearning with Governors Cymru
- Held Wales-focused sessions during the September 2021 conference, including speakers from Education Support, Cardiff Council, Chambers Wales and the South East Wales Education Achievement Service
- Strengthened our staffing in Wales to build on these successes in the year ahead

“

After taking a break from school governance, I had been yearning to get back involved but was intimidated by the process of finding a new role.

Luckily, Governors for Schools were on hand to help! Not only did the team provide me with proactive support, they also encouraged me every step of the way. I was quickly matched with a local school and given the tools I needed to thrive. Thank you, Governors for Schools, for helping me to reconnect with my passion!



Felicia Johnston,
Dulwich Hamlet Junior School,
Southwark



The year ahead

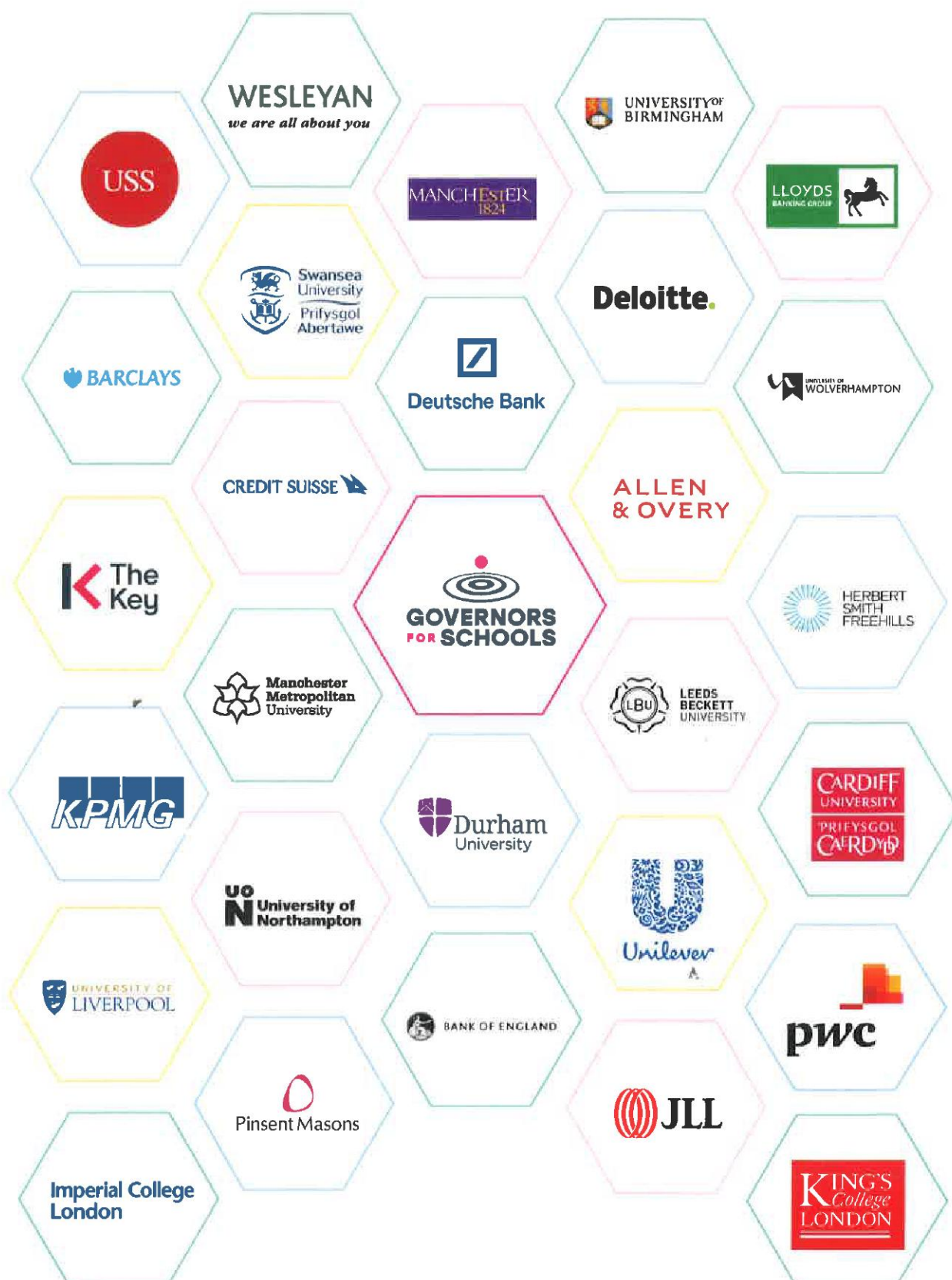
In 2022/23 we aim to:

- Maintain the number of volunteers applying for the role and placed on boards across England and Wales
- Increase the number of companies we work with to access new volunteers and further diversify our funding
- Following the closure of Academy Ambassadors, we will extend our offer to boards looking for trustees. We are delighted to welcome key members of the Academy Ambassadors team to ensure effective delivery of this work, as the education system moves further towards academisation
- Continue working towards our Decade of Diversity pledges to support diversity across governing boards
- Continue with our 'All pupils, every ambition' campaign, as well as create new, shorter campaigns to encourage more people to consider taking up a governor role
- Hold another conference while further developing our training and support offer for governors
- Provide clear impact reporting for our partners and the wider sector which celebrates the stories behind our work and volunteers
- Effectively use technology to ensure our service is easy to use and access for all stakeholders

Supporters

Our supporters make our work possible. By working with businesses, public sector bodies, charities, professional bodies, and universities, we're able to expand our reach and find more skilled people to become governors.

Thank you to all the organisations we've worked with this year, including:



Business partners

Many of last year's volunteer applications came from our corporate partners – companies who appreciate how their employees can support schools by volunteering their time and skills to drive strategic change. These companies also understand how governance volunteering can develop the skills and experiences of their staff.

These partnerships support us in recruiting volunteers with the skills schools most commonly request:

- 74% of volunteers from these partnerships bring strong finance skills and knowledge
- 40% bring HR skills
- 34% bring prior knowledge and experience of the education sector

2021-22 saw more companies join us to promote school governance, and we were delighted to launch partnerships with JLL, Unilever and Microsoft. With more organisations set to launch governor volunteering initiatives in the months ahead, we are looking forward to another fantastic year working alongside all of our partners.

We worked with Allen & Overy to produce resources to help governors understand their role in reducing avoidable exclusions in school, including webinars, resources, and an eLearning module. They also supported term two of our 'All pupils, every ambition' campaign, which featured resources centred on employability and work-related learning.

“

Governors for Schools have been a wonderful partner to work with again this year. Their expertise and positive attitude have really helped to drive forward our Governance for Better programme. They are very proactive and respond quickly to enquiries. I'm looking forward to our continued journey together.



Paula Rocque,
Corporate Responsibility
Assistant Manager, KPMG

University partners

We have continued to build great relationships with our university partners and are now partnered with over a third of all universities across England & Wales. Over the past year we have seen an increase in engagement opportunities with both staff & alumni.

“

It has been great to grow our partnership with GfS over the past year. They have been so supportive, delivering online sessions for our staff and alumni. These sessions have resulted in more Cardiff University employees becoming governors and we now have over 70 staff in our governor network. They regularly share opportunities for our serving staff governors network. In addition, following feedback from our staff network, GfS have developed a bilingual online learning resource for new governors across Wales. This development is part of the University's civic outreach programme which aims to support leadership and management in Welsh schools. We're really looking forward to continuing to develop our relationship in the year ahead.



Susan Diment,
Education Partnership Manager
Cardiff University



Training

Throughout 2021-22, we've continued creating resources to ensure our volunteers are fully prepared for their roles and can hit the ground running. We have also continued to provide free training and support for the school governance sector in general. For all governors we provide:

- Introductory information about the role, including key information about what they can expect, useful documents, and an overview of the governor position
- An invitation to join our regular webinars where they can learn more about timely governance topics, hear from a range of experts and have their questions answered
- A dedicated point of contact to provide support throughout the application process, matching volunteers with a school in need
- 12 months' free access to the Key for School Governors
- Access to our current eLearning modules, including our Introduction to School Governance
- We've added new eLearning modules on wellbeing in schools and reducing exclusions, and updated our module on work-related learning and careers guidance

We have also continued to provide free training and support for the school governance sector in general, meaning anyone can access our core eLearning modules, as well as attend our webinars and networking sessions.

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The support and service provided by Governors for Schools is excellent. The online courses and webinars are valuable, the volunteers we have been put in touch with for our GB have been engaged and proactive. The contacts at GfS have always been helpful and supportive. Thank you.



Penny Edwards,
Chair of Governors,
Squirrels Heath Junior School, Havering

“

I have been recommending your webinars to all our governors and trustees and those that have joined the training, or watched it later, have commented that it is has been most useful. Thank you for producing these.



Carole Kirby,
Trust Governance Lead, InMAT

Sustainable development goals - our commitments and progress

Responsible consumption and production

Since 2019, we've been hiring people from across the UK, ensuring our Partnership Managers and Coordinators are based in or around the regions for which they are responsible. In moving away from a London-centric hiring strategy, we've reduced the need for travel across the country.

Where extensive journeys are necessary, we encourage employees to travel via public transport, if possible. By the end of May 2022, we'll have given up our office entirely and moved to a completely remote working arrangement, thereby tackling the high energy expenditure associated with running an office space and reducing the need for commuting.

Finally, we continue to use online resources rather than paper, reducing our ecological footprint even further.

Improving education

We're committed to improving educational standards for children across England and Wales through effective governance. As part of this, it is imperative we fill vacancies with governors passionate and knowledgeable about creating a more sustainable world and supporting education about climate change.

Following the recent COP26 in Glasgow, we organised a webinar about how governors can encourage pupils to engage in ongoing debates surrounding ecological issues and build a bright future for younger generations.

Going forward, we aim to produce more insightful webinars and training resources detailing how governors can improve education for young people. Our ongoing 'All pupils, every ambition' campaign, for example, explores how governors can open up exciting opportunities for young people, including those who don't wish to follow traditional academic routes.

Reducing inequality in ethnic representation on boards

We closely monitor ethnic minority data about our volunteers, helping to guide our diversity efforts. To ensure we get it right, we follow government guidelines and include 'White, other' as a category on our monitoring forms.

Over the past year, our placed volunteers were 57% White, 17% Asian/Asian British, 9% Black/African/Caribbean/Black British, 9% White Other 4% mixed ethnic background, 3% Other or Undefined.

We know there's more work to be done to improve diversity on governing boards and improve outcomes for all children. We're working hard to increase recruitment rates amongst ethnic minorities through our work with partners, professional networks and community groups.

Supporting social mobility

Through initiatives like our 'All pupils, every ambition' campaign, we are exploring how governing boards can support social mobility in schools. We also work to reduce inequality by placing volunteers at schools in area of high disadvantage.

Last year, 36% of our placements in England and 23% of our placements in Wales were in schools serving areas of high disadvantage, figures on which we plan to build in the year ahead.

Good governance

The trustees meet quarterly to monitor progress and to make decisions concerning the strategic direction of the charity. The Chief Executive attends all board meetings. The board approves the annual Business Plan and detailed budget. The staff of Governors for Schools are authorised to work within the framework of the Business Plan and budget under the direction of the Chief Executive. The trustees receive reports from the Chief Executive, comprising financial, statistical and other information to enable them to measure the company's performance against budget, targets and objectives for the year.

New trustees are recruited to the board as required in order to ensure that the board membership has the proper range of skills and competencies. A skills audit is undertaken regularly to identify gaps in expertise.

None of the trustees receive remuneration or other benefit from their work with the charity. Any connection between a trustee or senior manager of the charity must be disclosed to the full board of trustees. In the current year no such related party transactions were reported, other than as disclosed in the notes to the accounts.

Reserve policy

The trustees' current policy is to hold sufficient reserves to provide working capital to meet contracted commitments, 3 months operating costs, and an organised winding down of the company should this ever be required. These reserves are reflected in the designated reserve fund shown in the accounts. Donations from supporting organisations are sought early in the financial year to provide working capital for the year ahead.

Reserves at the end of the year consisted of Designated Fixed Asset Fund (to be matched against future depreciation charges) £14,511; Designated Reserve Fund £215,000; and Unrestricted Funds of £244,516.

Risk management

The Company has a comprehensive on-going and up-to-date risk register. The board takes direct responsibility for management of risk in two business critical areas; these areas are cessation or reduction of funding and the performance of the Chief Executive. The other risks are designated as operational and the Chief Executive is responsible for monitoring changes and alerting the board.



Trustees' responsibilities

The trustees (who are also directors of Governors for Schools for the purposes of company law) are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year. Under company law the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the trustees are required to:

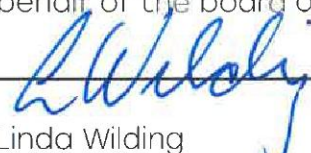
- Select suitable accounting policies and apply them consistently
- Observe the methods and principles in the Charities SORP
- Make judgments and estimates that are reasonable and prudent
- State whether applicable UK accounting standards have been followed, subject to any departures disclosed and explained in the financial statements
- Prepare the accounts on a going concern basis unless it is inappropriate to presume that the charity will continue in business

The trustees are responsible for maintaining proper accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and to enable them to ensure that the accounts comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Small Company Provision

This report has been prepared in accordance with the provisions applicable to companies entitled to the small companies exemption.

The Report of the Trustees' was signed on behalf of the board of directors on: 13/10/2022

 by:
Linda Wilding



Effective Governors, Excellent Schools.

GOVERNORS FOR SCHOOLS

Independent Auditor's Report to the Members of Governors for Schools

Year ended 31 March 2022

Opinion

We have audited the financial statements of Governors for Schools (the 'charity') for the year ended 31 March 2022 which comprise the statement of financial activities, income and expenditure account, statement of financial position, statement of cash flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charity's affairs as at 31 March 2022 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice;
- have been prepared in accordance with the requirements of the Charities Act 2011.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charity's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

GOVERNORS FOR SCHOOLS

Independent Auditor's Report to the Members of Governors for Schools

Year ended 31 March 2022

We have nothing to report in this regard.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charity and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' report.

We have nothing to report in respect of the following matters in relation to which the Charities Act 2011 requires us to report to you if, in our opinion:

- the information given in the trustees' report is inconsistent in any material respect with the financial statements; or
- adequate accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement, the trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charity or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- we identified the laws and regulations applicable to the charity through discussions with trustees and other management, and from our commercial knowledge and experience of the sector;
- we focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the charity;

GOVERNORS FOR SCHOOLS

Independent Auditor's Report to the Members of Governors for Schools

Year ended 31 March 2022

- we assessed the extent of compliance with the laws and regulations through making enquiries of management and inspecting legal correspondence; and
- identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

We assessed the susceptibility of the charity's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- making enquiries of management as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud; and
- considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management bias and override of controls, we:

- performed analytical procedures to identify any unusual or unexpected relationships;
- tested journal entries to identify unusual transactions;
- assessed whether judgements and assumptions made in determining the accounting estimates were indicative of potential bias; and
- investigated the rationale behind significant or unusual transactions.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- agreeing financial statement disclosures to underlying supporting documentation;
- reading the minutes of meetings of those charged with governance;
- enquiring of management as to actual and potential litigation and claims.
- reviewing correspondence with HMRC, relevant regulators and the company's legal advisors.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the directors and other management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

As part of an audit in accordance with ISAs (UK), we exercise professional judgment and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

GOVERNORS FOR SCHOOLS

Independent Auditor's Report to the Members of Governors for Schools

Year ended 31 March 2022

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the trustees.
- Conclude on the appropriateness of the trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the charity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the charity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

AGP Chartered Accountants are eligible to act as an auditor in terms of section 1212 of the Companies Act 2006.

Use of our report

This report is made solely to the charity's members, as a body, in accordance with section 144 of the Charities Act 2011 and regulations made under section 154 of that Act. Our audit work has been undertaken so that we might state to the charity's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's members as a body, for our audit work, for this report, or for the opinions we have formed.



AGP
Chartered Accountants & statutory auditor
Sycamore House
Sutton Quays Business Park
Sutton Weaver
Runcorn
Cheshire
WA7 3EH

13 OCTOBER 2022

GOVERNORS FOR SCHOOLS

STATEMENT OF FINANCIAL ACTIVITIES

For the year ended 31st March 2022

	Note	Un- Restricted Funds £	Restricted Funds £	Total Funds 2021/2022 £	Total Funds 2020/2021 £
Income					
Income from Charitable Activities:					
Donations	5	601,929	26,524	628,453	958,434
Investment Income	6	46		46	63
Chargeable Services		124,806		124,806	86,586
Other		887		887	75
Total Income		727,668	26,524	754,192	1,045,158
Expenditure					
Expenditure on Charitable Activities:					
Raising funds					
Recruiting & Placement of School Governors	7	810,710	29,024	839,734	866,913
Chargeable Services	7	110,018		110,018	73,693
Total Expenditure		920,728	29,024	949,752	940,606
Net (Expenditure) / Income for the Year Before Transfers		(193,060)	(2,500)	(195,560)	104,552
Transfers between Funds:					
Net (Expenditure) / Income for the Year		(193,060)	(2,500)	(195,560)	104,552
Other Recognised Gains and Losses					
Net Movement in Funds		(193,060)	(2,500)	(195,560)	104,552
Reconciliation of Funds					
Balances brought forward at 1 April 2021		667,087	2,500	669,587	565,035
Balances carried forward at 31 March 2022		474,027	0	474,027	669,587

The statement of financial activities includes all gains and losses and losses recognised in the year.
All income and expenditure derives from continuing activities.

GOVERNORS FOR SCHOOLS

INCOME & EXPENDITURE

For the year ended 31st March 2022

		Note	TOTAL 2021/2022	TOTAL 2020/2021
			£	£
Income				
Other Restricted	5		26,524	22,509
Donations Unrestricted	5		601,929	935,925
Other Unrestricted			125,739	86,724
Total Income			754,192	1,045,158
Expenditure				
Salaries	8		701,025	712,912
Other Operational Charges			241,439	218,215
Depreciation	9		7,288	9,479
Total Expenditure			949,752	940,606
Surplus of (Expenditure) / Income			(195,560)	104,552
Net Transfer to/from Funds				
Restricted fund			(2,500)	2,500
Designated Fixed Asset Fund			4,065	1,756
Designated Reserve Fund				0
Unrestricted Fund			(197,125)	100,296
			(195,560)	104,552

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GOVERNORS FOR SCHOOLS

STATEMENT OF FINANCIAL POSITION

As at 31st March 2022

	Note	£	2021/2022 £	2020/2021 £
Fixed Assets				
Tangible fixed assets	9		14,511	10,446
Current Assets				
Debtors & Prepayments	10	59,391		84,888
Cash at bank and in hand		472,397		646,183
		<u>531,788</u>		<u>731,071</u>
Liabilities				
Creditors falling due within one year	11	<u>72,272</u>		<u>71,930</u>
Net Current Assets			459,516	659,141
Total Assets less Current Liabilities			474,027	669,587
Net Assets			474,027	669,587
Funds				
Restricted Fund	12		0	2,500
Designated Fixed Asset Fund			14,511	10,446
Designated Reserve Fund			215,000	215,000
Unrestricted Fund			<u>244,516</u>	<u>441,641</u>
			474,027	669,587

For the year ending 31 March 2022 the charity was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies.

Directors' responsibilities:

- The members have not required the company to obtain an audit of its financial statements for the year in question in accordance with section 476;
- The directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of financial statements.

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime.

These financial statements were approved by the board of trustees and authorised for issue on 13/10/22 and are signed on behalf of the board by:

LINDA WILDING
CHAIR

GOVERNORS FOR SCHOOLS

STATEMENT OF CASH FLOWS

As at 31st March 2022

	2021/2022 £	2020/2021 £
Cash flows from operating activities		
Net income	(195,560)	104,552
<i>Adjustments for:</i>		
Depreciation of tangible fixed assets	7,288	9,479
Other interest receivable and similar income	(46)	(63)
Accrued (income)/expenses	(529)	19,720
<i>Changes in:</i>		
Trade and other debtors	25,497	(8,882)
Trade and other creditors	871	(29,828)
Cash generated from operations	(162,479)	94,978
Interest received	46	63
Net cash (used in)/from operating activities	(162,433)	95,041
Cash flows from investing activities		
Purchase of tangible assets	(11,353)	(11,235)
Net cash used in investing activities	(11,353)	(11,235)
Net (decrease)/increase in cash and cash equivalents	(173,786)	83,806
Cash and cash equivalents at beginning of year	646,183	562,377
Cash and cash equivalents at end of year	472,397	646,183

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GOVERNORS FOR SCHOOLS

NOTES TO THE ACCOUNTS

1 General information

The charity is a private company limited by guarantee, registered in England and Wales and a registered charity in England and Wales. The address of the registered office is Sycamore House, Sutton Quays Business Park, Sutton Weaver, Runcorn, WA7 3EH.

2 Statement of compliance

These financial statements have been prepared in compliance with FRS 102, 'The Financial Reporting Standard applicable in the UK and the Republic of Ireland', the Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (Charities SORP (FRS 102)) and the Charities Act 2011.

3 Accounting Policies

3.1 Basis of preparation

The financial statements have been prepared on the historical cost basis, as modified by the revaluation of certain financial assets and liabilities and investment properties measured at fair value through income or expenditure.

The financial statements are prepared in sterling, which is the functional currency of the entity.

3.2 Going concern

There are no material uncertainties about the charity's ability to continue.

3.3 Judgements and key sources of estimation uncertainty

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the amounts reported. These estimates and judgements are continually reviewed and are based on experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

3.4 Fund Accounting

- Unrestricted funds are available for use at the discretion of the trustees in furtherance of the general objectives of the charity.
- Designated funds are unrestricted funds earmarked for particular purposes.
- Restricted funds are subjected to restrictions on their expenditure imposed by the donor.

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NOTES TO THE ACCOUNTS (Continued)

3.5 Recognition of Income

All incoming resources are included in the statement of financial activities when the charity is entitled to the income and the amount can be quantified with reasonable accuracy. Incoming resources received for specific purposes are included in the statement of financial activities. The balance of income received for specific purposes but not matched to relevant expenditure during the period is shown in the Restricted Income Fund and Balance Sheet.

- Income from charitable activities and donations is received by way of grants, sponsorship and donations and is included in full in the Statement of Financial Activities when receivable. Grants, where entitlement is not conditional on the delivery of a specific performance by the charity, are recognised when the charity becomes unconditionally entitled to the grant.
- Intangible income represents services and facilities donated by third parties and is included at the value to Governors for Schools where this can be quantified by the Board and where provided at a cost to the third party.

3.6 Expenditure

All payments are recognised in the accounts in the year to which they relate. Expenditure is recognised on an accruals basis as a liability is incurred.

- Charitable expenditure comprises those costs incurred by the charity in the delivery of its activities. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.
- Governance costs include those costs associated with meeting the constitutional and statutory requirements of the charity and include the audit fees and costs linked to the strategic management of the charity.
- All costs are allocated between the expenditure categories of the SoFA on a basis designed to reflect the use of the resource.
- Costs relating to a particular activity are allocated directly; others are apportioned on an appropriate basis.

3.7 Chargeable Services

Where chargeable services relate to a specific period, income is recognised on a monthly basis with the balance treated as deferred income. Chargeable services income is shown net of VAT. Costs are allocated monthly against annual fees to cover delivery resource, with cost apportionment relating to direct salary costs incurred and a share of office overheads based on staff time.

3.8 Fixed Assets and Depreciation

Purchases are capitalised where the expected useful life of the items exceed one year and where the cost of acquisition exceeds £500 including VAT. Assets are depreciated over their expected useful life by the straight line method. The classes and standard asset lives are reviewed annually. The depreciation rates applied to the main categories of assets are as follows:

Class of Asset	Standard Useful Life
Computer Equipment & Furniture	3 years

GOVERNORS FOR SCHOOLS

NOTES TO THE ACCOUNTS (Continued)

3.9 Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid after taking account of any trade discounts due.

3.10 Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

3.11 Taxation

The company is a registered charity and as such is exempt from Income and Corporation taxes under the provision of the Income and Corporation Taxes Act 1988. The cost of Value Added Tax incurred by the company has been included in the Income and Expenditure Account.

3.12 Financial Instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at the carrying value at their settlement value with the exception of banks loans which are subsequently measured at amortised cost using the effective interest method.

3.13 Pensions

Contributions to defined contribution plans are recognised as an expense in the period in which the related service is provided. Prepaid contributions are recognised as an asset to the extent that the prepayment will lead to a reduction in future payments or a cash refund.

When contributions are not expected to be settled wholly within 12 months of the end of the reporting date in which the employees render the related service, the liability is measured on a discounted present value basis. The unwinding of the discount is recognised as a finance cost in profit or loss in the period in which it arises.

3.14 Operating lease agreements

Rentals applicable to operating leases where substantially all of the benefits and risks of ownership remain with the lessor are charged against profits on a straight line basis over the period of the lease.

4 Limited by guarantee

The company is limited by guarantee and does not have a share capital. The liability of the members is limited in the event of the company being wound up to such amount as may be required not exceeding one pound.

GOVERNORS FOR SCHOOLS

NOTES TO THE ACCOUNTS (Continued)

5 Donations

	2021/2022	2020/2021
	£	£
80:20 Charitable Trust	515,024	838,150
Allen & Overy	7,500	4,359
Tenzing	50,000	35,000
Amazon Smile	54	34
Frances Jacob	48,000	48,000
The Key Support Services		32,727
The University of Manchester		144
JustGiving	218	20
Cardiff University	2,000	
GovernorHub	2,000	
Charities Aid Foundation	3,600	
Giving Com Ltd	57	
	628,453	958,434

6 Investment Income

	2021/2022	2020/2021
	£	£
Bank Interest	46	63
	46	63

GOVERNORS FOR SCHOOLS

NOTES TO THE ACCOUNTS (Continued)

7

Charitable Activities	2021/2022	2020/2021
	£	£
Marketing	30,065	25,245
Business Development	11,558	8,383
Website & Database	25,881	12,509
e-Learning & Impact	10,802	15,577
Salaries & Expenses	624,642	662,943
Administration	24,497	19,989
Occupancy Costs	93,650	101,178
Depreciation	7,288	9,479
Office Equipment	522	1,195
Legal & Professional	5,699	4,054
Auditors Remuneration – Other Services	0	1,381
	834,604	861,933
Governance Costs		
Auditors' Remuneration - Audit Fee	5,130	4,980
	5,130	4,980
Chargeable Services Costs		
Salaries & Expenses	93,648	62,618
Occupancy	16,370	11,075
	110,018	73,693

8 Remuneration

The Board Chairman & Directors

The Chairman & Directors did not receive any remuneration for their services. No expenses were paid during the year.

8.1 Employees

8.2 Analysis of Employees

Category of Employment	Average Number Of Employees 2021/2022 A	Average Number Of Employees 2020/2021
Chief Executive	1	1
Administration	2	2
Delivery & Impact	21	19
	24	22

GOVERNORS FOR SCHOOLS

NOTES TO THE ACCOUNTS (Continued)

8.3 Analysis of Staff Costs

Total staff costs for the year were

Salaries	Total 2021/2022 £	Total 2020/2021 £
Salaries	625,728	631,284
Employer's Pension	17,988	22,625
Employer's NIC	57,309	59,003
	701,025	712,912

The amount recognised in the Statement of Financial Activities as an expense in relation to defined contribution pension plans was £17,988. At the balance sheet date, unpaid contributions of £2,507 were due to be paid over to the fund. These are included within accruals.

The number of employees whose emoluments (salaries, wages and benefits in kind) fell within the following band:

	2021/2022 £'000	2020/2021 £'000
£70,000 - £79,999	0	0
£80,000 - £89,999	1	1

During the year pension contributions of £6,028 were paid for this member of staff.

9 Fixed Assets Analysis of Fixed Assets

	Computers & Furniture £	Total 2021/2022 £	Total 2020/2021 £
Cost			
as at 1 April 2021	73,401	73,401	62,166
Purchased in year	11,353	11,353	11,235
Disposal of equipment	0	0	0
Cost as at 31 st March 2022	84,754	84,754	73,401
Depreciation			
as at 1 April 2021	62,955	62,955	53,476
Charge for the year	7,288	7,288	9,479
Depreciation on Disposal	0	0	0
as at 31 st March 2022	70,243	70,243	62,955
Net Book Value			
as at 1 April 2021	10,446	10,446	8,690
as at 31 st March 2022	14,511	14,511	10,446

GOVERNORS FOR SCHOOLS

NOTES TO THE ACCOUNTS (Continued)

10 Assets

Debtors & Prepayments

	Total 2021/2022 £	Total 2020/2021 £
Rent Bond	15,000	15,000
Sundry Debtors	21,324	40,116
Prepayments	23,067	29,772
	<u>59,391</u>	<u>84,888</u>

11 Liabilities

Creditors falling due within one year

	Total 2021/2022 £	Total 2020/2021 £
Creditors	6,324	603
Accruals and Deferred Income	63,898	64,427
VAT	2,050	6,900
	<u>72,272</u>	<u>71,930</u>

Where chargeable services relate to a specific period, income is recognised on a monthly basis with the balance treated as deferred income.

	Total 2021/2022 £	Total 2019/2020 £
Deferred income brought forward	57,583	38,417
Released from the prior year	(57,583)	(38,417)
Deferred in the current year	54,389	57,583
Deferred income carried forward	<u>54,389</u>	<u>57,583</u>

12 Restricted Funds

	Balance 1/4/21 £	Incoming £	Expenditure, Gains, Losses & Transfer £	Total 2021/2022 £
Allen & Overy	2,500	7,500	10,000	0
80:20 Charitable Trust	0	15,024	15,024	0
Cardiff University	0	2,000	2,000	0
GovernorHub	0	2,000	2,000	0
	<u>2,500</u>	<u>26,524</u>	<u>29,024</u>	<u>0</u>

GOVERNORS FOR SCHOOLS

Restriction

Allen & Overy

Allen & Overy donation to sponsor the Spring Term of Governors for Schools campaign “All Pupils, Every Ambition”.

80:20 Charitable Trust

Restricted donation to be spent on key developments such as technology infrastructure.

Cardiff University

Cardiff University’s donation was to enable the creation of an eLearning module for Welsh governor induction.

GovernorHub

GovernorHub donation to sponsor the Autumn Term of Governors for Schools campaign “All Pupils, Every Ambition”.

13 Analysis of Net Assets Between Funds

	Unrestricted Funds £	Restricted £	Total 2021/2022 £
Tangible Fixed Assets	14,511		14,511
Current Assets	531,788		531,788
Liabilities	(72,272)		(72,272)
	<u>474,027</u>		<u>474,027</u>

	Unrestricted Funds £	Restricted £	Total 2020/2021 £
Tangible Fixed Assets	10,446		10,446
Current Assets	728,571	2,500	731,071
Liabilities	(71,930)		(71,930)
	<u>667,087</u>	<u>2,500</u>	<u>669,587</u>

14 Operating Leases

The total future minimum lease payments under non-cancellable operating leases are as follows:

	Total 2021/2022 £	Total 2020/2021 £
Not later than 1 year	18,000	108,000
Later than 1 year and not later than 5 years	0	27,000
	<u>18,000</u>	<u>135,000</u>

The leases payments recognised as an expense during the year amounted to £108,000

GOVERNORS FOR SCHOOLS

15 Related Party Transactions

During the year the charity received donations of £515,024 from the 80:20 Charitable Trust which is exclusively funded by the Armitage family. Mr Ian Armitage is a Trustee of Governors for Schools. At the year end, there was an amount of £15,024 due to be received from the 80:20 Charitable Trust.

During the year, the charity received an amount of £50,000 from Tenzing. This is for work undertaken by Ian Armitage but his fees donated to the charity.

During the year, the charity received an amount of £2,000 from Governor Hub (Ortoo Technologies Ltd). Ian Armitage is a director and shareholder of The Key Support Services Ltd, the ultimate controlling entity of Governor Hub.

In addition, Kindred Squared, a charity in which Ian Armitage is a Trustee paid the charity £45 in the way of corporate income.

The charity received a donation of £7,500 during the year from Allen & Overy, a company in which Trustee Jane Higgins is a Partner. The charity also received payment of £3,000 for services.

The charity received payment of £10,000 for services from Lloyds Banking Group, a company in which Trustee David Rowsell is an employee.

No further transactions with related parties were undertaken such as are required to be disclosed.

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